HAMPTON COMMUNITY PLAN
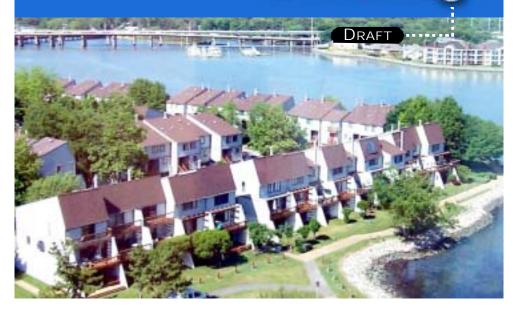
Vision and Goals for Strategic and Comprehensive Planning

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Introduction & Invitation

May 28, 2003

Dear Fellow Hampton Citizens, Businesses and Organizations:

In January of 2003, the City of Hampton, Hampton City Schools, and numerous community partners initiated a broad based process to review and update both the existing Hampton Strategic Plan (1998) and the Hampton Comprehensive Plan (1989). This effort aims to take a fresh look at what major directions our community must take in order to achieve our vision of **"Making Hampton the most livable city in Virginia."** These documents serve to set many of the key directions that will guide both public and private sector actions for many years to come.

It is with great pleasure that we present to you the preliminary results of the first phase of work associated with the update to Hampton's Community Plan. This work represents the efforts of numerous Hampton residents, business representatives, social and civic representatives, representatives from not-for-profit organizations, and local and regional government representatives. We invite you to review this document and attend one of the many community discussions being held throughout the city during the months of June and July.

Based upon community feedback, the work presented in this document will be modified to reflect common themes and issues raised by the community. Beginning in the Fall of 2003, the City of Hampton, Hampton City Schools, and its community partners will embark on Phase II of this process. Phase II will focus on identifying specific strategies and action items that will carry us toward our identified vision and goals.

During the last decade and a half, the City of Hampton has had a proud and productive history of engaging all facets of our community in the development of Hampton's major planning policies. Our community has been nationally recognized as a model for effective community participation. We encourage each of you to get involved and be a part of this heritage. You may send your comments to us via the attached comment sheet or you may choose to attend one of the many community forums being held in various locations through the months of June and early July. This information is also available on the internet at **www.hampton.va.us/community-plan.** If you would like to become more involved in our Community Plan process, please contact our Planning Department at 727-6140. We all look forward to receiving your comments and suggestions.

Sincerely,   Sincerely,   Sincerely,

Superintendent   City Manager   Chairman, Hampton
Hampton City Schools   Hampton, Virginia   Planning Commission

Community Participation

Like most communities, Hampton uses plans to help guide how it will move forward into the future. Plans help define what our priorities are as a community. They identify goals, actions and benchmarks for success. Plans address issues that are vital to community residents. These plans represent policy documents which guide future actions as well as priorities for resource allocation. Broad community goals and specific strategies are developed that affect most facets of community life including topics such as neighborhoods, businesses, schools, youth, and families. Because of the importance of the plan to community residents, it is critical that the community actively participate in the process of preparing the plan. For the first time, this community planning process will integrate the city's strategic plan, comprehensive plan, and the schools strategic plan into one coordinated policy document.

Hampton has a history of embracing the value of grassroots citizen participation in the formulation of major policy documents. This value recognizes that local government alone cannot achieve the level of success represented in Hampton's vision of making our community the "most livable community in Virginia." In order to enhance the chance of achieving our collective goals, the wisdom, perspective, experience, and resources of all community stakeholders must be engaged in setting community policy. This draft document represents the first phase of this grassroots effort.

This phase of Hampton's Community Plan - Vision and Goals - is the work of eight community-based focus groups. The focus groups were initially organized around the seven critical issues identified in the 1998 Hampton Strategic Plan.

- Customer Delight
- Healthy Business
- Healthy Growth and Development of Children and Youth (formally Healthy Families)
- Healthy Neighborhoods
- Healthy Diverse Community (formally Healthy Race Relations)
- Healthy Region
- Strong Schools

An eighth focus group - Youth - was added to ensure that this effort captured the important and unique perspective provided by the youth of our community. The focus groups were made up of Hampton residents of all ages, local and regional business representatives, members of the military, representatives of regional agencies, members of City Council and members of various other community boards and commissions. (A list of focus group members and staff are included as an appendix to this report.)

Over two hundred focus group members attended approximately fifty-eight meetings over the course of four months to answer several important questions about the future of the community.

- Are the issues identified in 1998 still critical for the community?
- What are our vision and goals for these critical issues?
- How should we measure our success at achieving our goals?
- What are the most important strengths, weaknesses, opportunities, and threats facing the community?
- How are these critical issues related to each other?
- How should we move forward to develop successful action plans and strategies?

Answers to these questions have been suggested by the focus group members and they form the basis for this report. The work of the focus groups will now be shared with the community at large through a series of community checkpoint meetings. These meetings will provide citizens an opportunity to review the work of the focus groups and suggest additions, deletions, or upgrades. Based upon community feedback, the focus groups will make necessary modifications to this draft later this summer. We anticipate presenting a final draft for the endorsement of community boards and commissions in late summer or early fall. Once adopted, the vision and goals will then serve as the broad direction needed to develop detailed action plans and strategies as part of the second phase of preparing Hampton's Community Plan.

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Exceeding customer expectations provides a competitive edge for successful businesses and public agencies. Customer-driven, high quality service to the public is a key ingredient for successful economic development and many other neighborhood and community-based initiatives. For Hampton to achieve our vision, great customer service must be at the forefront of our efforts.

Customer Delight

Vision:

Hampton will provide unparalleled public education, neighborhood, city and community service that will exceed its customers' expectations.

Goals:

Goal 1: Service delivery is innovative and reflects the latest technology and state of the art business practices.

Measuring Progress:
a. Review by an outside/independent agency.
b. New services are being provided.
c. Immediate follow up with customers.
d. Survey specific indicators to assess customer satisfaction.
e. Periodic reviews of current systems.
f. Internal peer review (between departments and programs).
g. External peer review (compare to other cities).

Goal 2: Service providers maintain a high level of competence.

Measuring Progress:
a. Training programs oriented to improve customer service.
b. Test competency of employees.
c. Customer surveys.
d. Define employee behaviors and skills necessary to achieve customer delight.
e. Hire employees with customer service skills.

Goal 3: Service providers and organizations are directly accountable to their customers.

Measuring Progress:
a. All employees/ service providers (agencies) are easily identified.
b. Fair and equitable review process.

Goal 4: Services are user friendly and readily available to all potential customers.

Measuring Progress:
a. Customer surveys.
b. Feedback from citizens' review panel.
c. Variety of options for service delivery is provided.

Goal 5: Service providers and customers share an expectation of success.

Measuring Progress:
a. Survey the employees, service providers and customers.
b. Analyze number of complaints.
c. Independent review and audit.
d. Appearance of facilities and employees.
e. Number of programs that educate citizens to set reasonable expectations.

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A strong business environment is the backbone of a community. Jobs and private investment fuel the local economy and also provide the resources that pay for many community services and quality of life projects. If Hampton is to achieve our vision of being the most livable city in Virginia, it must have a healthy business climate.

Healthy Business Climate

Vision:

Hampton will be the community of choice for businesses seeking an environment that maintains, expands, and attracts investment.

Goals:

Goal 1: Jobs - Hampton will be the community of choice for high wage jobs in targeted industry segments.

■ Measuring Progress:
a. Percent of Hampton's commercial tax base compared to its whole tax base.
b. Hampton's annual average number of jobs compared with the region.
c. Hampton's per capita income compared to the region.

Goal 2: Retail - Hampton will be a unique, regional retail and entertainment destination and the first retail choice for Hampton residents.

■ Measuring Progress:
a. Hampton's annual growth rate in taxable sales and the percentage of change as compared to the region.
b. Hampton's regional market share of taxable sales.
c. Average vacancy rate of Hampton shopping centers compared to the regional average.

Goal 3: Tourism - Hampton will be the destination of choice for targeted travel industry market segments.

■ Measuring Progress:
a. REVPAR (rooms revenue per available room) compared with REVPAR growth of the region.
b. Average price of Hampton restaurant checks and revenue figures compared with Hampton's competition.
c. Admission numbers of Hampton's attractions compared with the competition.

Goal 4: Higher-Value Housing - Hampton will be a desirable community for homebuyers seeking a higher quality of life and will offer a distribution of housing superior to regional averages.

■ Measuring Progress:
a. Hampton's housing distribution curve compared to the region's.
b. Hampton's percentage of housing values in each price range compared to the region's.
c. Percent of Hampton's median housing value compared to the region's.

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To be successful in creating and sustaining a favorable quality of life, we must make sure that our youth grow up healthy, happy, well-educated and committed to strengthening our community. While the healthy development of youth is primarily dependent on their parents, the community has a role in preparing, educating, and supporting parents, and ensuring that children experience the assets they need for healthy development.

Healthy Growth and Development of Children and Youth

Vision:

Hampton's children and youth will thrive and succeed in a caring community

Goals:

Goal 1: Healthy Stable Families

- ♦ Children will be raised by informed, educated parents who are supported by the schools and the community
- ♦ Parents will have the knowledge, skills, and abilities to support healthy development of children and youth.
- ♦ Family, schools and community will work in partnership to support development of children and youth.

■ **Measuring Progress:**
a. Reduced child abuse

b. Reduced domestic violence and exposure to violence in the home and community

c. Reduction in births to young (11-17) girls

d. Reduced poverty

e. Decrease in number of children in foster care

f. Increase in median family income

g. Increase in employment

h. Increase in availability of state regulated day care

i. Increased access to health care

j. Increase in utilization of library resources

k. Increase in opportunities for family activities from the birth of a child through the age of 20

Goal 2: Healthy Infants (0-2)

- ♦ Parents will be educated in pre and post-natal care.
- ♦ Children will be born healthy.

■ **Measuring Progress:**
a. Decrease in infant mortality

b. Decrease in low birth weight babies

c. Increase in number of women receiving first trimester prenatal care

d. Number of women receiving pre/post-natal care

e. Increase number of developmentally appropriate educational early childhood opportunities

f. Increase in quality day care

g. Increase in number of children immunized

h. Decrease in accidental deaths and injuries

i. Decrease in developmental delay

j. Increase in utilization of library resources

Goal 3: Healthy Young Children (2-8)

- ♦ Children will enter school ready to learn.
- ♦ By third grade, children will have acquired the skills necessary to succeed in their further education.

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Healthy Growth and Development of Children and Youth (cont'd)

♦ Children will experience enjoyable, supportive childhoods.

♦ Children will acquire healthy habits and life skills.

♦ Children will experience educational success.

♦ Children will have a positive self concept, self-worth and purpose.

Measuring Progress:

a. Increase percentage of children entering school ready to learn

b. Increase number of developmentally appropriate educational early childhood opportunities

c. Increase in number of children immunized at each developmental level

d. Increase number of children who read at grade level by 3rd grade

e. Increase in promotion rates K-3

f. Increase in school attendance

g. Increase in number of children who pass the 3rd grade SOLs

h. Increase in quality day care

i. Increased immunization rates

j. Increased physical fitness scores

k. Decrease in overweight children

l. Decrease in children repeating a grade

m. Decrease in accidental deaths and injuries

n. Decrease in developmental delay

o. Increase in utilization of library resources

Goal 4: Healthy Children (8-14)

♦ Children will experience enjoyable, safe, supportive childhoods.

♦ Children will acquire healthy habits and life skills.

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Healthy Growth and Development of Children and Youth (cont'd)

- ◆ Children will experience educational success.
- ◆ Children will have a positive self concept, self-worth and purpose.
- ◆ Children will be literate in technology.

■ **Measuring Progress:**

a. Increase in number of Developmental Assets reported in Boundaries and Expectations category

    i. Family Boundaries
    ii. School Boundaries
    iii. Neighborhood Boundaries
    iv. Adult Role Models
    v. Positive Peer Influence

        1. High Expectations

b. Increase number of Developmental Assets reported in the Support category

    i. Family Support
    ii. Positive Family Communication
    iii. Other Adult Relationships
    iv. Caring Neighborhood
    v. Caring School Climate
    vi. Parent Involvement in Schooling

c. Increase in number of caring adults (as reported in the Five Fundamental Resources)

d. Increase in number of safe and supportive places (as reported in the Five Fundamental Resources)

e. Increase in physical fitness scores

f. Decrease in accidental deaths and injuries

g. Increase in number of in Developmental Assets reported in the Social Competencies category

    i. Planning and Decision Making
    ii. Interpersonal Competence
    iii. Cultural Competence
    iv. Resistance Skills

    v. Peaceful Conflict Resolution

h. Increase in number of Developmental Assets reported in Positive Values category

    i. Caring for Others
    ii. Equality and Social justice
    iii. Integrity
    iv. Honesty
    v. Responsibility
    vi. Restraint

i. Increase in number of children who pass the 5th grade SOLs

j. Increase in student attendance

k. Increase in number of Developmental Assets reported in Constructive Use of Time category

    i. Creative Activities
    ii. Youth Programs
    iii. Religious Community
    iv. Time at Home

l. Increase in number of Developmental Assets reported in Commitment to Learning category

    i. Achievement Motivation
    ii. School Engagement
    iii. Homework
    iv. Bonding to School
    v. Reading for Pleasure

m. Decrease in developmental delay

n. Increase in utilization of library resources

o. Developmental assets for 4th and 5th grade

p. Increased immunization rates

q. Decrease in overweight children

r. Decrease in juvenile delinquency

s. Safe and healthy places for youth activities

t. Use/participate in positive extracurricular activities/sports

u. Increase in opportunities for family activities

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Healthy Growth and Development of Children and Youth (cont'd)

Goal #5: Healthy Teens (14+)

♦ Teenagers will have a positive self concept, self-worth, and purpose.

♦ Teenagers will demonstrate civic responsibility.

♦ Teenagers will leave school ready for employment, enlistment, or enrollment in higher education.

♦ Teenagers will be literate in technology.

♦ Teenagers will develop into productive, caring adults, achieving their potential in a cooperative community.

■ Measuring Progress:

a. Increase in number of assets reported in the Positive Identity category

   i.   Personal Power
   ii. Self-esteem
   iii. Sense of Purpose
   iv. Positive View of Personal Future

b. Decrease in juvenile delinquency

c. Increase in overall average number of Developmental Assets

d. Increase in number of Developmental Assets reported in the Empowerment category

   i.   Community Values
   ii. Youth
   iii. Youth as Resources
   iv. Service to Others
   v.   Safety

e. Increase in number of Opportunities to Contribute (as reported in Five Fundamental Resources)

f. Increase in number of youth who graduate high school

g. Increase in number of high school students with career plans upon graduation

h. Increase in number of youth who report marketable skills (as reported in Five Fundamental Resources)

i. Decrease in accidental deaths and injuries

j. Decrease in dropout rate in grades 9-12

k. Decrease in overweight children

l. Increase in utilization of library resources

m. Reduction in teen pregnancy

n. Decrease in births to teens

o. Increase in number of safe and supportive places (as reported in the Five Fundamental Resources)

p. Safe and healthy places for youth activities

q. Use/participate in positive extracurricular activities/sports

r. Independent life skills

s. Increase in opportunities for family activities

t. Increase in the numbers of students who pass the grade 8 and 11 SOLs

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Healthy neighborhoods are places where people enthusiastically invest their time, money and energy - places where people want to be. Hampton invests in neighborhoods because they support our image, quality of life, tax base, schools, youth, families, and our ability to attract business investment. The quality of our neighborhoods and the housing stock within them impacts almost every aspect of what we are and what we can be as a city.

Healthy Neighborhoods

Vision:

Hampton neighborhoods: the best places to be.

Goals:

Goal 1: Every Hampton neighborhood will be economically sustainable.

♦ Housing values / protecting investments (values grow, properties occupied, ownership outranks rentals)

♦ Quality appearance (reflects pride in ownership)

♦ Safe neighborhoods (steady decrease in rates)

♦ Healthy neighborhood commercial areas (viable businesses which meet the needs of the residents/ quality food choices available)

♦ Quality public facilities: schools, parks, community /recreation centers, libraries

♦ The right mix of housing choices (see below*)

■ Measuring Progress:

a. People are confident in the future of Hampton neighborhoods

　i. Resident perceptions that their neighborhood is stable or improving

　ii. Resident perceptions that they feel safe in their neighborhood

　iii. Investor (realtor) perceptions that neighborhoods are stable or improving

　iv. Crime rates

b. Public/private investment in Hampton neighborhoods makes economic sense

　i. Residential sales prices (% change) as compared to core cities in region

　ii. Number of days houses are on the market as compared to core cities in region

　iii. Homeownership rates (% change) as compared to core cities in the region

　iv. Housing reinvestment (#/value) in rehab/renovation/additions

　v. Value of new residential construction

　vi. Resident satisfaction with neighborhood commercial services

c. Neighborhood appearance reflects pride and a high standard of maintenance

　i. Resident satisfaction with the attractiveness of their neighborhood

　ii. Resident satisfaction with the appearance of neighborhood commercial

　iii. Resident satisfaction with the quality/appearance of public facilities and spaces

　iv. Number of people using public facilities and spaces

　v. Change in housing conditions (minor/major deterioration and dilapidated)

　vi. Change in property maintenance violations

　vii. Change in litter index

d. Strategic neighborhood assets increase

　i. number and impact of physical assets (public use facilities, open space, infrastructure)

　ii. number and impact of image assets (distinct identity, well-cared for appearance)

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Healthy Neighborhoods(cont'd)

iii. number and impact of social and civic assets (neighborhood organizations, events)

iv. number and impact of care assets (good neighbors, Neighborhood Watch)

Goal 2: Every Hampton neighborhood will be highly functional.

♦ Will be able to be effective at conducting necessary business (objectives sated and reached within reasonable periods of time)

♦ Highly developed sense of community (high number of residents involved with diverse representation)

♦ Well developed social network / connections (high participation and regular interaction)

♦ Well developed civic structure (neighborhood watch, neighborhood association, athletic associations, faith based organizations, not for profits and service organizations etc. present, functional and active)

♦ Effective partnerships - local government, schools, local business, youth, seniors, etc. (relationships are collaborative, not adversarial and groups work together to accomplish stated objectives).

■ **Measuring Progress:**
(for individual neighborhoods)

a. Neighborhoods make progress towards stated objectives

i. Progress on stated objectives

ii. number of people involved in neighborhood improvement

b. Neighborhoods have a well developed social infrastructure

i. number of social events

ii. number of participants

c. Neighborhoods have effective civic structures

i. resident perceptions that the neighborhood can manage issues/change

d. Neighborhoods have partnerships that help them to meet their stated objectives

i. Neighborhoods reporting partnership relationships with other organizations

Goal 3: Hampton neighborhoods will provide diverse choices.

♦ Generate the appropriate mix/distribution of housing choices (mix in pricing, type, density)

♦ Neighborhoods that meet the desires/needs of our diverse population (different combinations of amenities)

♦ Neighborhood choices that attract & retain our young people

♦ Neighborhoods that provide choices as citizens move through different phases of life - options that allow Hampton residents to remain in Hampton.

■ **Measuring Progress:**

a. Distribution of housing values improves

b. Housing product choices and amenities become more diverse especially for the elderly, retirees and young professionals and families.

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Hampton is a city rich with human diversity. Our people bring many diverse gifts from different races, cultures, religions and backgrounds. As Hampton continues to grow toward our vision of being the most livable City in Virginia, our people must see our rich diversity as a unifying force for our future economic and social development.

Healthy Diverse Community

Vision:

Hampton will thrive as a diverse community which celebrates, supports and encourages positive people-to-people relations as a foundation for community success.

Goals:

Goal 1: The community perceives multicultural/multiracial relationships as being essential to the quality of life in Hampton.

■ **Measuring Progress:**

a. There is an increase in the quantity and quality of multicultural festivals/events.

b. Cultural festivals and events are well attended by a cross-section of people.

c. There is an increase in the number of cultural/racial learning experiences.

d. The military/educational/faith/communities are fully-engaged partners in multicultural/multiracial initiatives.

e. Entertainment and sport venues offer a wide range of diverse events.

f. There is a decrease in racial tensions in Hampton.

Goal 2: People demonstrate their value and appreciation for diversity in their daily lives.

■ **Measuring Progress:**

a. There is increased interest and participation in cross-cultural/cross-racial earning experiences.

b. Social occasions are visibly more diverse.

c. People intentionally attend, support and participate in social events/activities beyond their own cultural/racial group.

d. Parents select Hampton public schools because of their diversity.

e. People select Hampton as their home because of our diversity.

Goal 3: Employers, service providers and community leaders are culturally sensitive, fair and just in education and neighborhood, community and city services, including law enforcement and criminal justice.

a. Business and civic leaders are seen by the community as "diversity champions".

b. Diversity education is a standard component of workforce training and day-to-day operations for business and government.

c. Diversity curriculum is an integral component of education for all Hampton students.

d. Hampton students are culturally competent and prepared to enter the global marketplace.

e. There are decreased charges of discrimination in housing and employment.

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Healthy Diverse Communnity (cont'd)

Goal 4: Multicultural/multiracial diversity is celebrated as one of the city best assets and a major competitive advantage.

■ **Measuring Progress:**

a. City marketing, advertising and promotion highlights Hampton's diversity.

b. Area realtors value and promote Hampton's diversity.

c. Chamber of Commerce promotes Hampton's diversity.

d. Businesses locate in Hampton because of our diversity.

e. Hampton's demographics continue to show greater ethnic/racial diversity.

f. Hampton is a destination point for tourists because of our diverse history and population.

Goal 5: All areas of the city are safe and welcoming to all people.

■ **Measuring Progress:**

a. Neighborhoods actively promote/market diversity as an asset.

b. There is a decreased sense of segregation/isolation among neighborhoods.

c. People move freely between Hampton's various neighborhoods.

d. There is a decreased sense of fear about some neighborhoods.

e. There is decreased crime in Hampton.

f. Neighborhoods are no longer thought of as "black" or "white".

g. Newcomers are warmly welcomed by their neighbors and the city.

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The people who live in Hampton work, shop, visit and travel throughout the Hampton Roads region. This is true of the people from all of the cities, counties, and towns that makeup this region. We greatly depend on each other. For Hampton to achieve our vision of being the most livable City in Virginia, we must do our part to ensure a healthy Hampton Roads region.

Healthy Region

Vision:

Hampton Roads will be a thriving economically competitive region.
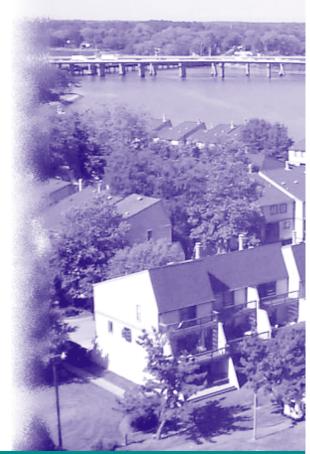
Goals:

Goal 1: The communities of Hampton Roads will have a shared vision.

■ **Measuring Progress:**

a. Identification of such a vision in other communities' strategic plans.

Goal 2: The communities of Hampton Roads will effectively collaborate to accomplish the shared vision.

■ **Measuring Progress:**

a. A common Hampton Roads legislative agenda.

b. A unified regional legislative caucus at the state and federal level.

c. Per capita income in Hampton Roads as compared to other regions.

d. Educational test scores as compared to other regions.

e. Evidence of Hampton being an advocate of a shared regional vision at the grassroots level.

f. Evidence of major accomplishments toward a shared regional vision.

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The families who make Hampton their home depend upon a strong school system to provide exceptional learning experiences within quality school facilities. As a community, Hampton depends upon a strong school system to serve as a catalyst for economic growth and vitality as well as a strong sense of community within its neighborhoods. It is the vision of the city and the school system to provide unparalleled education to the young people who are attending Hampton City Schools and that these young people will ultimately decide to make Hampton their home.

StrongSchools

Vision:

Hampton City Schools, the first choice for academic and lifelong success by every single student.

Goals:

Goal 1: Exceptional Academic Performance
Measuring Progress:

- 10% annual increase of students scoring in the advanced category on Standards of Learning tests in grades 3, 5, 8 and end of course.

- 100% of students will read on grade level by grade 3.

- 75% of students will read above grade level by grade 6.

- Mean verbal and mathematics SAT scores will exceed the national average.

- Increase the number of students scoring 3, 4, or 5 on Advanced Placement tests.

- Increase the number of students graduating with honors (Governor's seal, Mathematics Seal, etc.)

- Increase in the percentage of students graduating above the standard diploma level.

Goal 2: High Desirability

■ Measuring Progress:

- Increase in the number of nationally board certified teachers.

- 100% of parents/guardians attend conferences with teacher(s).

- Satisfaction score of 3.5 (on 5 point scale) or higher will be achieved on surveys given to citizens, parents, and students. (Surveys will include questions regarding wide range of issues to include building aesthetics.)

- Students will exceed the national average by 10% on the following developmental assets:

  - Asset #5—Caring school

  - Asset #10—Safe home, school, and neighborhood. (Modify to measure the safe school index.)

  - Asset #12—Clear rules at school

  - Asset #16—High expectations

  - Asset #21—Motivation to do well in school

  - Asset #22—Involvement in learning

  - Asset #23—Homework each day

  - Asset #24—Bonding to school

- 100% of teachers will be highly qualified as defined by *No Child Left Behind*.

Goal 3: Essential Life Skills

■ Measuring Progress:

- Students will exceed the national average by 10% on the following Developmental Assets:

  - Asset #28—Acting on his/her beliefs

  - Asset #29—Honesty

  - Asset #30—Responsibility

  - Asset #31—Restraint

  - Asset #32—Planning and decision making

  - Asset #33—Friendship skills

  - Asset #34—At ease with cultural/racial differences

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Strong Schools *(cont'd)*

- ➤ Asset #35—Resistance to negative influences
- ➤ Asset #36—Peaceful conflict resolution
- ➤ Asset #37—Personal power
- ➤ Asset #38—Self-esteem
- ➤ Asset #39—Sense of purpose
- ➤ Asset #40—Positive view of the future
- ◆ Increase in the number of students volunteering in their community.

Goal 4: Workforce Readiness

■ Measuring Progress:

- ◆ 100% of students graduating will be accepted to college or other post-secondary education or will have finished a "program completer" (to include programs leading to national certification).
- ◆ 100% of students graduating will have the skills necessary to attend college if they so choose or to be successful in any field of their choosing in the global economy.
- ◆ Increase in the number of program offering opportunities for students to participate in workforce readiness.
- ◆ Increase in the number of high school graduates who are fully prepared with the right skill sets to enter the work force upon graduation.
- ◆ 100% of graduating students will have a focused life plan.
- ◆ Increase the number of students who will have work experience opportunities through internships, mentorships, and co-op arrangements.
- ◆ 100% of students will have aptitude tests to help with career choices.

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In order for Hampton to become the kind of city we all want it to be, we must make sure that every young person has the opportunity to grow up in a caring community in which young people are viewed as partners and valuable community resources. Providing this kind of community environment allows our youth to feel empowered so they become integral contributors within a diverse community. As a result, the youth of Hampton will   become well rounded, capable, caring and productive citizens who will choose to invest their present and future into this community.

Youth

Vision:

Better Youth, Better Hampton, Better Future.

Goals:

Goal 1: Caring Relationships within the Community

- Every young person in Hampton grows up with 30 or more developmental assets.
- Increase positive adult-youth relationships.
- Improve business and other community organizations relationships with the youth
- Improve perception of safety in neighborhoods and other public places in which the young people tend to meet and recreate.

■ **Measuring Progress:**
- Annual percent increase in the number of developmental assets identified among 10-19 years old.
- Increase number of mentorships, internships, volunteer work, clubs and faith based memberships.
- Increase number of more productive activities organized by neighborhood/ schools partnerships
- Increase in the percentage of people under 20 years old that are affiliated with different civic organizations and institutions.
- Decrease in destructive activities and crime (ex. suspension, SIPs, expulsion and juvenile detention)

Goal 2: Youth Share leadership

- Enable youth to participate fully in decisions involving them
- Increase youth engagement in civic activities
- Explore opportunities to dialogue with young people from other communities in the region.
- Explore appropriate vehicles for youth to share leadership on a regional basis.

■ **Measuring Progress:**
- Number of organizations and institutions in which young people participate in the decision making process.
- Increase in the number of neighborhood watch programs that involve youth.

Goal 3: Youth Acquire Essential Life Skills

- Youth have access to educational, social, civic, and recreational opportunities that provide opportunities for the development of strong life skills. (ex. workforce readiness, emotional stability and interacting with others)
- Parents have access to the resources that enable them to support their children in the age of technology.

■ **Measuring Progress:**
- Number of educational programs that encourage the development of life skills within their curriculum.
- Number of children attending before and after school programs that provide comprehensive opportunities for youth development.
- Number of children participating in private and public educational and recreational programs beyond traditional school subjects.

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Youth (cont'd)

- ♦ Number of teens involved in sports, arts and other creative activities.
- ♦ Number of young persons enrolled in P&R programs.
- ♦ Number of unique recreational/ educational opportunities accessible to teens in Hampton (water sports, environmental protection, and historic research)
- ♦ Increase number of more productive activities organized by neighborhood/schools partnerships
- ♦ Increase in the percentage of people under 20 years old that are affiliated with different civic organizations and institutions.
- ♦ Decrease in destructive activities and crime (ex. suspension, SIPs, expulsion and juvenile detention)

Goal 4: Every young person is prepared for a career.

- ♦ Increase the level of formal education and training among young people.
- ♦ Increase and improve employment opportunities for youth that provide training and work related skills.
- ♦ Develop additional programs to prepare youth for successful introduction to the work force. (ex. college and vocational school tours)
- ♦ Improve access to information over career and job opportunities for youth
- ♦ Improve partnerships with the school board and a trade school outreach

■ **Measuring Progress:**
- ♦ Increase in the percent of high school graduates
- ♦ Increase in Standards Of Learning achievement

- ♦ Increase in employment rate among young people in skilled jobs.
- ♦ Increase in median income among young people
- ♦ Increase in the number of Scholarships awarded to Hampton graduates
- ♦ Increase in College enrollment.
- ♦ Increase in local work force development programs enrolment.
- ♦ Increase in the number of youth friendly web sites with job opportunities for youth.
- ♦ Reduction in the number of dropouts.

Goal 5: Places to go and things to do for youth

- ♦ Create more public spaces dedicated to youth
- ♦ Enhance the number and breadth of age appropriate activities in every neighborhood.
- ♦ Encourage and support the creation of places and activities which entice teens and young adults to choose Hampton as a place to live.
- ♦ Increase adult awareness and support under youth space
- ♦ Affordable fares for youth

■ **Measuring Progress:**
- ♦ Increase in the number of community facilities dedicated to the youth.
- ♦ Increase in the number of local businesses that offer services or programs oriented and attractive to youth.
- ♦ Number of public places visited by young people
- ♦ Increase in the number of places in which special events oriented to youth take place.
- ♦ Increase in the number of local business

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Youth(cont'd)

and community organizations certified as youth friendly.

♦ Increase in the number of youth friendly places perceived as safe for youth to gather and recreate.

♦ Increasing numbers of Hampton youth return to Hampton to live.

Goal 6: Getting Around

♦ Increase and improve transportation accessible to the youth.

♦ Diversify and increase transportation options available to the youth (middle school through college) both locally and regionally.

♦ Encourage the use of safer, affordable and more convenient means of transportation for teens and young adults.

♦ Increase awareness among young people to reduce car accidents among youth.

♦ Increase knowledge of how to use public transit system

♦ Increase the frequency and convenience of buses

■ Measuring Progress:

♦ Number of teens that ride public buses.

♦ Number of teens that use other means of transportation (bike, walk, etc) to get from home to school, neighborhood shopping areas or parks.

♦ Number of young users of biking trails, walking or jogging trails.

♦ Number of bus routes that connect neighborhoods with major shopping centers, offices, industrial and business centers.

♦ Number of teens that are able to use multimodal transportation means to get from home to school, home to work or home to major recreational destinations.

♦ Number of regional transportation opportunities/ modes.

♦ Reduction in the number of car accidents involving youth.

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Things We Have Learned

During the course of working on each of the critical issues, the focus groups identified several concepts that were important to the community's vision and goals but that did not completely fit into one of the critical issue areas. These concepts have been labeled as "overarching themes" and "directions for moving forward." The concepts are briefly identified below and will be considered in more detail in the second phase of the Community Plan process - preparing action plans and strategies.

■ **Overarching Themes:**

♦ **Economic Sustainability** — This theme relates to the overall economic viability and the long term sustainability of the local economy. "Economic Sustainability" was identified by the focus groups as a more appropriate term for many of the issues labeled as "the challenges of being a mature city" in the 1998 Strategic Plan. Issues such as housing values, redevelopment, economic development, local government revenue sources as well as many others fall under this theme. The focus groups recognized that the protection and growth of the local economy and the local tax base is essential to achieving the community's vision and goals.

♦ **Community Partnerships & Engagement —** The long-standing tradition to seek out partnerships and engage the community in shaping the future was recognized as a source of strength as well as an opportunity for continued success. The focus groups all emphasized the essential nature of bring all segments of the community together to achieve success.

♦ **Community Perception/Marketing/ Image —** The focus groups noted that many of the community's assets are not fully recognized in the marketplace and by the local media. This theme was identified as a potential opportunity that would contribute to achievement of the community's vision and goals.

♦ **Preparing Citizens for Future Success** — One of the most important and fundamental resources in our community is our people. One key role of a community is to provide the necessary opportunities to prepare citizens for success in our ever changing world. This theme includes what we think of as traditional education as well as workforce training and re-training, developing effective life skills, lifelong learning, effective people-to-people skills in a diverse multi-cultural world, growing effective community organizations as well as many other examples. The focus groups recognized the necessity to mobilize community resources across all sectors to achieve success in this area.

■ **Directions for Moving Forward with the Community Plan:**

♦ **Be Inclusive —** It is important that we continue to include input and participation from a diverse range of people within the community.

♦ **Increase Coordination between the Critical Issues** — The focus groups identified many relationships between the critical issues and recommended a comprehensive and coordinated approach for preparing action plans and strategies.

♦ **Communicate with the Public —** It is essential that we continue to communicate with the public as we move forward with the next phase of the Community Plan.

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Next Steps

Community Checkpoint Meetings (June & July):
The proposed Community Plan - Vision and Goals for Strategic and Comprehensive Planning will be presented and reviewed at a series of checkpoint meetings through the month of June and early July.

The schedule for these checkpoint meetings is listed below. City staff and focus group members will also be presenting the draft report to other groups as requested. To request a presentation, call the Hampton Planning Department at 727-6140.

Date and Time	Location
June 3rd, Tuesday, 7:00 - 9:00 PM	Northampton Community Center
June 5th, Thursday, 7:00 - 9:00 PM	Kecoughtan High School
June 10th, Tuesday, 7:30 - 9:30 PM	Jones Middle School
June 12th, Thursday, 7:00 - 9:00 PM	Burbank Elementary School
June 21st, Saturday, 10:00 AM	Y. H. Thomas Community Center
June 25th, Wednesday, 8:30 - 10:30 AM	Sandy Bottom Nature Park
July 1st, Tuesday, 7:00 - 9:00 PM	Bassette Elementary School
July 2nd, Wednesday, 8:30 - 10:00 AM	Sargent Building, Conference A & B, 1st Floor

Endorsement of the Vision and Goals (July and August): After considering the need to revise the draft report, City staff and focus group members will present the Vision and Goals to a variety of city boards and commissions for their endorsement. Endorsements will be sought from governmental boards and commissions (City Council, Planning Commission, etc.) and non-governmental boards and commissions (civic, business, and private not-for-profit groups). Endorsements are expected in July and August.

Other Topics Not Identified In This Phase: In reviewing this draft, you may wonder why other important issues have not been addressed. Issues such as transportation, land use, the challenges presented by our aging population, the environment, historic and cultural resources to name just a few examples. These issues will not be ignored. We already know that each of these issues (and perhaps others that will be identified during the community checkpoint meetings) are important to achieving our communities overall goals and objectives. They have been identified in past plans and will be addressed in this community plan as we move forward into the next several months of work.

Preparing Action Plans and Strategies (September thru February): The City and community plan partners will begin developing key action plans and implementation strategies in September.

Stay Tuned: Contact the Planning Department at 727-6140 for the latest information on the Community Plan or visit the Community Plan website at: www.hampton.va.us/community-plan.

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Appendix: Focus Group Members & Staff

Customer Delight Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
A. G. Womble	Hampton City Schools
Alice Rosen	Community Member
Andre McCloud	Neighborhood Commission
Andy Bigelow	Neighborhood Commission
Charlie Fullman	Retired Employee/ City of Hampton
Geoff Tennille	Comp. Plan Advisory Committee
Jesse Wallace	City of Hampton
Joan Charles	Community Member
John Ishon	Industrial Development Authority
Susan Cutler	Community Member
Thomas Thompson	Harrison & Lear

STAFF	ROLE
John Eagle	Convener/Information Tech. Director
George Gaten	Facilitator
Kasia Grzelkowski	Facilitator
Michelle Woods Jones	Facilitator
Tammy Waldroup	Recorder/Neighborhood Office
Caroline Butler	Planning Department Support
Greg Goetz	Planning Department Support
Irayda Ruiz	Planning Department Support
Keith Cannady	Planning Department Support

Healthy Business Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
Bob Panholzer	Remarque Manufacturing
Charlie Daniels	Raytheon
Darrell Hill	Tourism Advisory Committee
Frank H. Cowling, Jr.	Coliseum Central Bus. Imprvmnt. District
Lynne Moore	Hpt. Industrial Development Authority
Mamie Locke, Mayor	Hampton City Council
Mary Bunting	City of Hampton

Perry Pilgrim	Hampton Planning Commission
Ralph A. Heath, III	Hampton Planning Commission
Raymond Tripp	Coliseum Mall
Rick Bagley	Downtown Business Improvement District
Robert Carsey	Holiday Inn
Ross Kearney, II	Hampton City Council
Stephanie Short	Short Commercial Acquisitions
Steve Cooper	S. L. Nusbaum Realty
Tommy Thompson	Harrison & Lear

STAFF	ROLE
June McPartland	Convener/Retail Development Director
Bob Trahan	Facilitator
Michelle Woods Jones	Facilitator
Angela Freeman	Recorder/Retail Development
Donald Whipple	Planning Department Support
Keith Cannady	Planning Department Support
Shelly Weidenhamer	City of Hampton Support
Terry O'Neill	Planning Department Support/Director

Healthy Business Industry Group/ Higher Value Housing

■ Focus Group Members & Staff

NAME	AFFILIATION
Ann Bane (Mrs. John W.)	Hampton Resident
Ann Stephens	Hampton Public Schools
Donna Campbell	Wachovia Mortgage
Jack Shiver	Olde Hampton Hotel Associates
Karen Bohlke	ReMax Select
Kim Georges, CRP	William. E. Wood & Associates
Laura Ross	William. E. Wood & Associates
Michael D. Newsome	Clark Whitehill
P. J. Mallicott	Mallicott & Associates
Rick Bagley	Wachovia Securities
Ross A. Kearney, II	Hampton City Council
Sondra Deibler	GSH Real Estate

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Appendix:
Focus Group Members & Staff

Stephen Cooper	S. L. Nusbaum Realty Co.
Steve Adams	Pomoco Group, Inc.
Terri Feild	Hampton Resident
Terri Stickle	Rose & Womble Realty
Tommy Thompson	Harrison & Lear, Inc.
Verna Brundin	Coliseum Central Business Impr. District

STAFF	ROLE
Brian DeProfio	Convener/Asst. to the City Manager
Dan Seachord	Facilitator
Annette Oakley	Recorder
Irayda Ruiz	Planning Department Support
Shelly Weidenhamer	City of Hampton Support

Healthy Business Industry Group/Jobs

■ Focus Group Members & Staff

Bob Panholzer	Remarque Manufacturing Corp.
C. Michael Fox	Newport News, Inc.
Carol Kleemeier	Universal Laboratories
Charles H. Mitchell	Zel Technologies, LLC
Charlie Daniels	Raytheon Company
Chuck Akers	Gateway, Inc.
David Staley	Nextel
E. Richard White	Vigyan, Inc.
Greg Grootendost	Hampton Rds. Planning Dist. Commission
John Whaley	Hampton Rds. Planning Dist. Commission
Lynne S. Moore	Hampton Industrial Dev. Authority
Marty Kaszubowski	Hampton Roads Technology, Inc.
Matthew James	Peninsula Alliance for Economic Dev.
Ralph Patrick	Newport News, Inc.
Randy Edwards	Wyle Labs, Inc.
Steve Mallon	Craig Davis Properties
Tom Atherton	MEB General Contractors
William Lennon	Howmet Corporation

STAFF	ROLE
Ray White Development Director	Convener/Econ.
Von Gilbreath	Convener/Recorder

James T. Carroll	Facilitator
Shelly Weidenhamer	Recorder
Keith Cannady Support	Planning Department

Healthy Business Industry Group/Retail

■ Focus Group Members & Staff

Bettie L. Sirine	Blue Skies Gallery
Dan Kelleher	Coliseum Central BID, Inc.
Daniel E. Seachord	Downtown Hampton Dev. Partnership
Frank H. Cowling, Jr.	S. L. Nusbaum Realty Co.
John Katsias	The Katsias Company
Judy Younger	Hampton City Schools
Lewis Wood	Hampton Chevrolet-Mazda
Raymond J. Tripp	Coliseum Mall Office
Robert M. Thornton	Morton G. Thalhimer
Ross A. Kearney, II	Hampton City Council
Stephanie Short	Short Commercial Acquisitions
Steven D. Hussell	Old Point National Bank
Stuart Goodman	Goodman & Sons Jewelers
Susan Borland	Phoebus Improvement League
Toni DeBose	A Time 4 U
Victor W. Sparber	Infinity Realty Company

STAFF	ROLE
June McPartland	Convener/Retail Development Director
Mike Canty	Facilitator/Neighborhood Office/INSYNC
Angela Freeman	Recorder
Shelly Weidenhamer	Recorder
Kathy Grook	Retail Development Support
Keith Cannady	Planning Department Support
Terry O'Neill	Planning Department Support/Director

Healthy Business Industry Group/Tourism

■ Focus Group Members & Staff

Alice Brower	Tourism Advisory Committee
Betty Wood	Tourism Advisory Committee
Bob Vines	Hampton Brass Shop

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Appendix: Focus Group Members & Staff

Darrell Hill	Tourism Advisory Committee
Joe Tsao	Hampton Coliseum
Lewis Allen	Allen, Sink & Hastings
Marie Collins	Tourism Advisory Committee
Mark Smith	Quality Inn & Suites
Mary Bunting	City of Hampton/Assistant City Manager
Rhet Tignor	Hampton City Council
Robert Bonner	Tourism Advisory Committee
Robert Carsey	Holiday Inn Hotel & Conference Center
Todd Wellbrock	Hampton Courtyard by Marriott

STAFF	ROLE
Sallye Grant-Divenuti	Convener/Facilitator/ Tourism Director
Valerie Blackman	Recorder
Donald Whipple	Planning Department Support

Healthy Diverse Community Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
Amy Van Schagen	Kecoughtan High School/CUC
Becky Betz	Literacy/CUC
Bill Adams	City of Hampton/EEO
Carol Godley	Retired SSA/CUC
Chris Bowman	Thomas Nelson Cmnty. College/AHLG
Elizabeth A. Pfeiffer	Peninsula Catholic High School/CUC
Enrique Zapatero	Norfolk State University/CUC
Ivy Lee, Dr.	Hampton City Schools/CUC
Johnny L. Parker Jr.	Realtor/CUC
Kristina Walden	Hampton High School Student/CUC
Mary K. Wallace	Retired Hampton City Schools/CUC
Maurice Halfhide	Hampton University/CUC
Mildred B. Sexton	Hampton City Schools
Patricia Lay	Hampton City Schools/CUC

Ronald V. Davis	Hampton Police Division/CUC
Shahid Siddiqi	NASA Contractor/CUC
Shawn O'Keefe	Alternatives/CUC
Steven L. Brown, Rev.	Faith Community/CUC

STAFF	ROLE
John L. Johnson	Convener/Citizens Unity Comm. Director
Anthy Hall	Convener Assistant/CUC
George Gaten	Facilitator
Kasia Grzelkowski	Facilitator
Michelle Woods Jones	Facilitator
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Shellae Blackwell	Recorder/Neighborhood Office
Donald Whipple	Planning Department Support
Irayda Ruiz	Planning Department Support
Keith Cannady	Planning Department Support
Terry O'Neill	Planning Department Support/Director

Healthy Growth and Development of Children and Youth Focus Group

■ Focus Group Members & Staff

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Bob Lehmann	Center for Child & Family Services
Cindy Carlson	City of Hampton
Debra Anderson	Neighborhood Commission
Eileen Kulp	Riverside Health Systems
Freddie Simons	Community Services Board
Hank Lewis	Kid Tech
Kathy Johnson	Alternatives, Inc.
Marcy Wright	Transitions
Margaret Causby	Old Point National Bank
Martha S. Tennille, Dr.	Comp. Plan Advisory Committee
Mary Curran	Hampton PTA Council
Matt Asay	Neighborhood Commission
Patricia Johnson, Dr.	Hampton City Schools
Paul Babcock	ARC of VA Peninsula

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Appendix: Focus Group Members & Staff

Rhet Tignor	Hampton City Council
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Walt Credle	City of Hampton
Welborn Preston	New Life Community Dev. Corp.

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Mike Monteith	Convener/Assistant City Manager
Bob Trahan	Facilitator
George Gaten	Facilitator
Michelle Woods Jones	Facilitator
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Donald A. Whipple	Recorder & Planning Dept. Support
Irayda Ruiz	Planning Department Support
Terry O'Neill	Planning Department Support/Director

Healthy Neighborhoods Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
Amy Hobbs	Buckroe
Bill Massey	Peninsula Agency on Aging
Chuck Jordan	Hampton Police Division
Cynthia Cooper	Hampton City Schools/Adult Education
Eddie Anderson	Elizabeth Lakes Assc./McDonald's Grdn.
Frank Grossman	Real Estate/Long & Foster
Frank Lofurno	Hpt. Redev. & Housing Authority
Fred Mallory	Wythe-Phenix
Harold Johns	Hampton Planning Commission
Judy Carey	Olde Wythe
Katherine Glass	Hampton Planning Commission
Kathy Crocker	Youth/Parent
Maria Perkins	Youth/Alternatives, Inc.
Mildred Sexton	Hampton City Schools, Title I
Moses Meadows	Farmington Civic Association
Paige Washington	Hampton City Council
Sharon Russell Hunt	Real Estate/Realty World Homes Sales

Susan Borland	Phoebus Improvement League
Will Moffett	Old Northampton Association

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Theora Rankins	Recorder
Keith Cannady	Planning Department Support
Shelly Weidenhamer	Planning Department Support
Terry O'Neill	Planning Department Support/Director

Healthy Region Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
Anna McNider	Digital Images
Art Collins	Hpt. Rds. Planning District Commission
Jimmy Eason	Hampton Roads Partnership
Don Blagg	Hampton Neighborhood Commission
Gary Price	NASA
Jay Joseph	Advantis Real Estate Services
Joseph Spencer	Hampton City Council
Neal McElhannon, LTC	Langley Air Force Base
Rondra Matthews	Daily Press
Suzanne Allan	Langley Air Force Base
Terry O'Neill	City of Hampton/Planning Dept. Director
Timothy Smith	Hampton Planning Commission
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Wallace Arnold, Gen (Ret.)	Hampton University

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Michele Woods Jones	Facilitator
Bob Trahan	Facilitator

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Appendix:
Focus Group Members & Staff

Angela Freeman	Recorder
Beverly Thomas	Recorder
Shalini Bansal	Economic Development Support
Donald Whipple	Planning Department Support
Keith Cannady	Planning Department Support

Strong Schools Focus Group

■ Focus Group Members & Staff

NAME	AFFILIATION
Carmen Brown	Hpt. City Schools Parent/Special Ed.
Denise James	Hampton City Schools Parent/Title 1
Greg Buckley	Hampton City Schools Parent/Middle
Jami Brille	Hpt. City Schools Parent/Elementary
Jaynelle Oehler	Preschool
John Ishon	Community Member/No HPS Affiliation
Johnny Pauls	Hampton City Schools
Kim Hannah	Hampton City Schools Parent/High
Mary Bunting	City of Hampton/Assistant City Manager
Mike Monteith	City of Hampton/Assistant City Manager
Pat Leary	Hampton City Schools
Pauline Snider	Real Estate Broker
Ron Davis	Thomas Nelson Community College
William Brown	Community Member/No HCS Affiliation

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Michele Woods-Jones	Facilitator
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Cynthia Yuille	Recorder/Parks & Recreation

Bob Trahan	City of Hampton Support
Irayda Ruiz	Planning Department Support
Terry O'Neill	Planning Department Support/Director

Youth Focus Group

■ Focus Group Members & Staff

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Kevin Curran	Kecoughtan High School
Kristin Durette	Hampton High School
Max Ellison	Kecoughtan High School
Meaghan Mixon	Bethel High School
Megan Conway	Peninsula Catholic High School
Samantha Archey	Kecoughtan High School
Scott Riggs	Kecoughtan High School
Shaughanassee Williams	Hampton High School
Emily Rose	Kecoughtan High School

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George Gaten	Facilitator
Irayda Ruiz	Planning Department Support
Terry O'Neill	Planning Department Support/Director

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